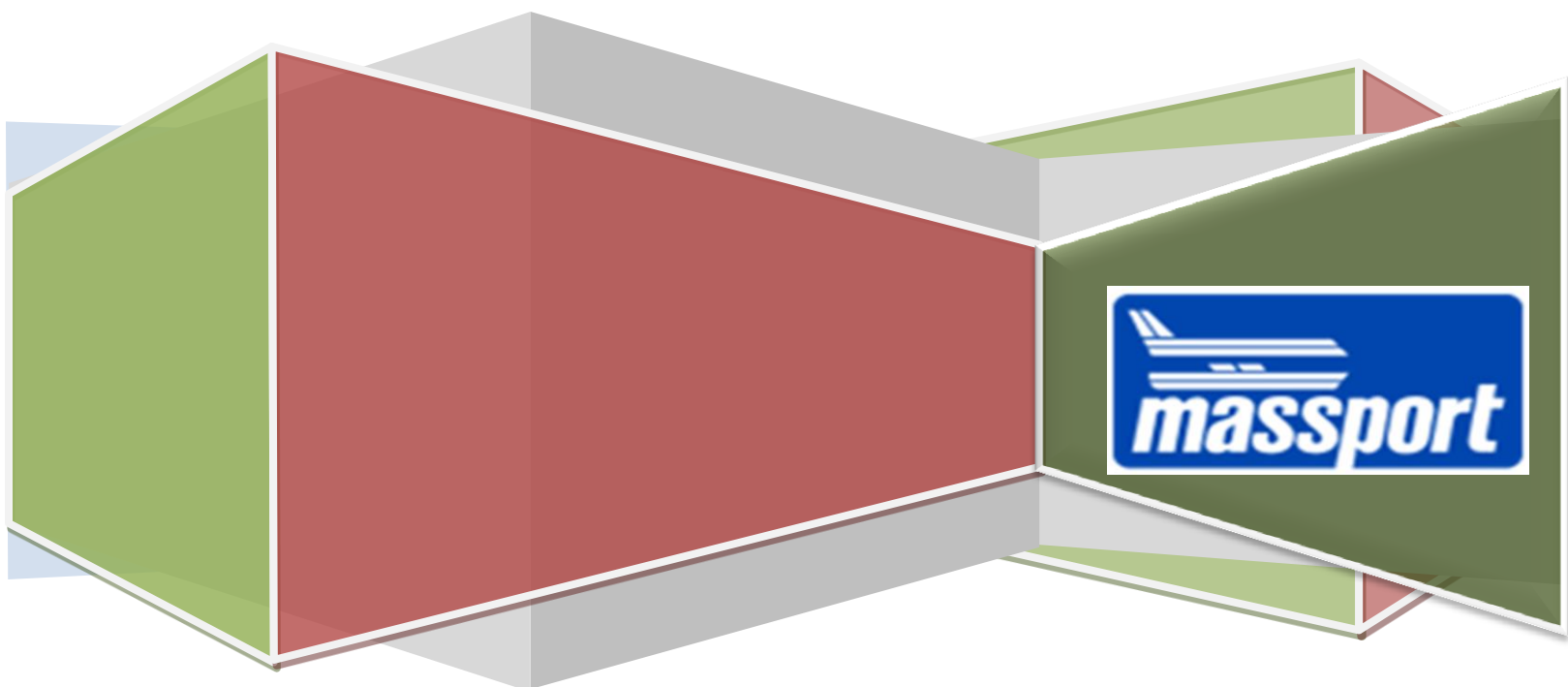


Massachusetts Port Authority

Fiscal 2014

Economic Development Business Plan



Massachusetts Port Authority

Mission Statement The Massachusetts Port Authority operates an integrated transportation network that delivers world-class safety, security, facilities, and customer services in an environmentally responsible manner. Massport is a key economic development engine for Massachusetts and New England.

Business Plan Summary – The following table summarizes objectives, programs, and initiatives planned for FY14 and performance measurements by which to evaluate progress.

Goals	Strategy	Performance Measurement
1. Safety and Security	Receive annual Federal Aviation Administration Operating Certificate for Massport airports. Enhance camera coverage on Massport owned facilities	<ul style="list-style-type: none">• Certificates of Approval by the FAA• % increase in camera coverage on Massport facilities
2. Customer Service	Build customer amenities to improve Logan airport and Cruiseport Boston services	<ul style="list-style-type: none">• Completion of Consolidated Rental Car Facility at Logan Airport• Encourage usage of free outbound Silverline service• Enhance Cruiseport Boston amenities
3. Worcester Regional Airport (WRA)	Invest in assets to improve commercial service and general aviation activities at this Massport facility	<ul style="list-style-type: none">• Facilitate the arrival of Jet Blue service to WRA.• Begin process to implement a Category III High Intensity Instrument Landing System• Approve construction on a \$5 million private investment for new airplane hangar space
4. Be an Economic Engine for the Commonwealth – <i>Aligns with Action Item 4.3.3</i>	Increase the number of jobs created from construction and investment. Increase the number of direct flights to currently un-served international markets	<ul style="list-style-type: none">• Job creation from construction• Job creation in South Boston Innovation District• Increase international air service at Logan Airport

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5. Improve Maritime Operations	To increase ship container volumes and cruise passengers at our facilities in the Port of Boston	<ul style="list-style-type: none">• # of Containers serviced by Maritime• # of Cruise passengers serviced by CruisePort Boston
6. Enhance Community Collaboration	To enhance community collaboration through capital investments and other Massport services	<ul style="list-style-type: none">• Amount of private investment in East Boston (Roseland)• Implement Greenway Project• South Boston Conley Bypass Road• Conley Terminal crane painting improvement
7. Hanscom Airport	To increase private capital investment and promote stronger community dialogue	<ul style="list-style-type: none">• Attract private investment into the airport facility• Increased presence and dialogue with the community
8. Strengthen Massport's Financial Health	To develop financial plans necessary to maintain strong financial results and lower internal audit findings	<ul style="list-style-type: none">• Balanced budget and Five Year financial plan• Maintain AA Bond Ratings• Reduced # of audit findings

Business Plan Detail – The following section provides additional information on the primary goals of the Massachusetts Port Authority.